

KKR

KKR & Co. Inc.
Update to Segment &
Non-GAAP Measures

March 27, 2024



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This presentation includes certain non-GAAP measures, including adjusted net income (“ANI”), total segment earnings, total investing earnings, fee related earnings (“FRE”), strategic holdings operating earnings, total operating earnings (“TOE”), and total asset management segment revenues. These non-GAAP measures are in addition to, and not a substitute for, measures of financial and operating performance prepared in accordance with U.S. GAAP. While we believe that providing these non-GAAP measures is helpful to stockholders in assessing the overall performance of KKR’s business, they may not include all items that are significant to an investor’s analysis of our financial results. Please see the Appendix for additional important information about the non-GAAP measures presented herein.

Please see the Appendix for other important information. In addition, information about factors affecting KKR, including a description of risks that should be considered when making a decision to purchase or sell any securities of KKR & Co. Inc., can be found in KKR & Co. Inc.’s Annual Report on Form 10-K for the fiscal year ended December 31, 2023, filed with the SEC on February 29, 2024 and its other filings with the SEC, which are available at www.sec.gov.

From time to time, we may use our website as a channel of distribution of material information. Financial and other material information regarding KKR is routinely posted on and accessible at www.kkr.com. Financial and other important information regarding Global Atlantic is routinely posted on and accessible at www.globalatlantic.com. Information on these websites are not incorporated by reference herein and are not a part of this presentation.

Overview

KKR & Co. Inc. (together with its subsidiaries, “KKR”) is providing this presentation to show segment and supplemental non-GAAP financial information for historical periods in a new reporting framework that KKR plans to use commencing with the first quarter of 2024. These reporting changes have no impact on KKR’s historical consolidated U.S. GAAP financial results.

On January 2, 2024, KKR acquired all of the remaining equity interests in The Global Atlantic Financial Group LLC (together with its subsidiaries, “Global Atlantic”) that it did not already own and re-evaluated its operating structure and the manner by which it manages and assesses the performance of its business and allocates resources. KKR is changing the presentation of its segment and non-GAAP performance measures principally to reflect how management evaluates the business following the acquisition and to better present what KKR believes to be its three most stable forms of earnings in a new non-GAAP performance measure, Total Operating Earnings.

These changes include:

- **Creating a new business segment, Strategic Holdings:** The new segment is currently comprised of KKR’s participation in the Core Private Equity strategy. Core Private Equity has scaled into a business we now evaluate separately from our Asset Management segment as a result of the maturation and strong operating performance of the businesses in this segment and our expectation of receiving more recurring cash dividends from this segment in the future. These financial operating results will no longer be reported as part of KKR’s Principal Activities business line within the Asset Management segment.
- **Modifying its Asset Management compensation structure to be more success based:** KKR expects to recognize a greater share of compensation from realized performance income and a lower share of compensation from fee related revenues. The adjustment is expected to be accretive to shareholder value by retaining more of the Asset Management segment’s recurring revenues for shareholders.
- **Introducing new non-GAAP performance measure:** KKR will report a new non-GAAP financial measure, Total Operating Earnings, which will be comprised of Fee Related Earnings, Strategic Holdings Operating Earnings and Insurance Operating Earnings. KKR believes this measure is useful to stockholders as it provides additional insight into certain of KKR’s earnings streams, which KKR believes to be more recurring in nature.

Overview (cont'd)

Introduction of New Segment

KKR plans to report segment results for three operating and reportable segments:

- **Asset Management:** The Asset Management segment primarily remains KKR's historical asset management business except that the Principal Activities business line's Realized Investment Income will no longer include (i) dividends and realized gains from businesses in our Core Private Equity strategy, (ii) financing costs on certain debt outstanding that is no longer viewed by management as attributable to any particular segment, and (iii) interest income on cash and short-term investments. The financing costs and interest income on cash and short-term investments will be presented within Interest Expense, Net and Other. The profitability measure for this segment has been renamed Asset Management Segment Earnings. Fee Related Earnings remains unchanged and has not been recast for the historical periods provided in this presentation.
- **Insurance:** The Insurance segment will continue to represent Global Atlantic's insurance business. Insurance operating earnings remains unchanged and has not been recast for the historical periods provided in this presentation. Additionally, the historical periods provided in this presentation reflect our share of Global Atlantic's earnings based on our economic ownership of Global Atlantic for the prior periods. Beginning in the first quarter of 2024, Insurance Operating Earnings will reflect KKR's 100% economic interest in Global Atlantic.
- **Strategic Holdings:** The Strategic Holdings segment initially represents our participation in the Core Private Equity strategy, which was previously presented in the Asset Management segment's Principal Activities business line. Any dividends from the businesses in this segment will be presented in Strategic Holdings Operating Earnings. Dividends will be presented net of management fees paid to our Asset Management segment. No incremental direct compensation expense will be taken on dividends generated by this segment. If KKR were to sell a portion or all of a business held in Strategic Holdings, the realized gain or loss would be presented within Realized Investment Income net of a performance fee paid to our Asset Management segment.
- Effective as of the first quarter of 2024, the results of our Strategic Holdings segment will include a management fee and performance fee that is paid to our Asset Management segment for providing advisory services rather than allocating the costs borne by our Asset Management segment to support our Strategic Holdings segment. The historical amounts presented herein do not include any management or performance fees that will be charged effective as of the first quarter of 2024. The fees to be charged by our Asset Management segment to our Strategic Holdings segment are expected to be less than \$10 million for the first quarter of 2024.

Overview (cont'd)

Modification of the Asset Management Compensation Structure

- Effective as of the first quarter of 2024, KKR will reduce the compensation range on fee related revenues to a 15% to 20% range, while the compensation range on our realized performance income will go up to a 70% to 80% range
 - Compensation range relating to Marshall Wace incentive fees will remain at its current range of 10% to 20%. If these incentive fees are earned, the fees and compensation will be typically reported in the fourth quarter of a given year.
- Compensation range on realized investment income will remain at its current range of 10% to 20%
- Given that this modification of our Asset Management compensation structure was not effective for the historical periods included in this presentation, the historical amounts of compensation expense presented herein were not modified

Introduction of New Performance Metric – Total Operating Earnings

- Total Operating Earnings represents what KKR believes to be the more recurring portion of KKR's earnings streams
- To be calculated as the sum of:
 - i. Fee Related Earnings from our Asset Management segment,
 - ii. Insurance Operating Earnings from our Insurance segment, and
 - iii. Dividends, Net from our Strategic Holdings segment.

Overview (cont'd)

Other Changes

- After-tax Distributable Earnings will be renamed Adjusted Net Income (but otherwise remains unchanged)
- Total Investing Earnings will be a new non-GAAP performance measure
 - To be calculated as the sum of (i) Net Realized Performance Income and (ii) Net Realized Investment Income
 - This measure provides additional insight into the earnings of KKR's segments from the realization of investments
- Interest Expense and Other to be renamed Interest Expense, Net and Other and will now include financing costs on certain debt outstanding that is no longer viewed by management as attributable to any particular segment and interest income on cash and short-term investments. Both of these items were previously reported as part of Realized Investment Income in the Principal Activities business line of the Asset Management segment.
- Income Taxes on Operating Earnings to be renamed Income Taxes on Adjusted Earnings (but otherwise remains unchanged)

Recasting and Comparability

- The supplemental segment and non-GAAP financial information, on the following pages, is different from the historical segment and non-GAAP financial results previously presented by KKR.
- The supplemental segment and non-GAAP information, on the following pages, is presented for illustrative and informational purposes only and is not intended to represent or be indicative of KKR's future financial condition or results of operations.
- Fee Related Earnings, Strategic Holdings Operating Earnings, Total Operating Earnings, Total Investing Earnings, Total Segment Earnings, Adjusted Net Income and Total Asset Management Segment Revenues are calculated and presented using methodologies other than in accordance with GAAP. These financial measures should not be considered as a substitute for similar financial measures calculated in accordance with GAAP. KKR's non-GAAP financial measures may differ from the calculations made by other companies, and as a result, may not be comparable to similar measures presented by them. We believe that providing these non-GAAP measures on a supplemental basis to our GAAP results is helpful to stockholders in assessing the overall performance of KKR's business.

Recast Supplemental Segment and Non-GAAP Information

- The following tables recast our historical financial information to introduce the new Strategic Holdings segment
- We believe this information will be helpful to investors to understand how we expect to report our segment financial results beginning with our first quarter 2024 results
- The data below does not reflect, for example: i) historical compensation expense adjustments to reflect our previously announced, new compensation ranges; or ii) adjustments to Insurance Operating Earnings to reflect our increased ownership in Global Atlantic to 100%. These changes will be reflected beginning with our first quarter 2024 results

Adjusted Net Income And Other Information (Unaudited)

(Amounts in thousands, except share and per share amounts)

	2022		2023				
	FY'22		1Q'23	2Q'23	3Q'23	4Q'23	FY'23
Fee Related Earnings	\$	2,167,351	\$ 548,578	\$ 602,309	\$ 557,525	\$ 675,374	\$ 2,383,786
Strategic Holdings Operating Earnings	\$	52,863	\$ -	\$ -	\$ -	\$ 14,531	\$ 14,531
Insurance Operating Earnings	\$	724,762	\$ 205,112	\$ 170,224	\$ 210,027	\$ 231,274	\$ 816,637
Total Operating Earnings	\$	2,944,976	\$ 753,690	\$ 772,533	\$ 767,552	\$ 921,179	\$ 3,214,954
Net Realized Performance Income		843,132	61,389	52,249	115,450	169,861	398,949
Net Realized Investment Income		909,515	165,120	100,839	182,048	93,434	541,441
Total Investing Earnings	\$	1,752,647	\$ 226,509	\$ 153,088	\$ 297,498	\$ 263,295	\$ 940,390
Total Segment Earnings	\$	4,697,623	\$ 980,199	\$ 925,621	\$ 1,065,050	\$ 1,184,474	\$ 4,155,344
Interest Expense, Net and Other		(325,351)	(87,866)	(101,475)	(80,679)	(81,849)	(351,869)
Income Taxes on Adjusted Earnings		(859,964)	(173,057)	(171,542)	(204,640)	(214,143)	(763,382)
Adjusted Net Income	\$	3,512,308	\$ 719,276	\$ 652,604	\$ 779,731	\$ 888,482	\$ 3,040,093
Additional Financial Measures:							
Total Operating Earnings Per Adjusted Share	\$	3.33	\$ 0.85	\$ 0.87	\$ 0.86	\$ 1.04	\$ 3.61
Weighted Average Adjusted Shares		885,595,766	890,626,222	892,317,517	888,553,853	889,207,019	890,167,820

Note: Reconciliations of these non-GAAP financial measures to the most directly comparable financial measures calculated and presented in accordance with GAAP are included in the Appendix.

Recast Supplemental Segment and Non-GAAP Information

Asset Management Segment Earnings (Unaudited)

(Amounts in thousands)

	2022		2023				
	FY'22		1Q'23	2Q'23	3Q'23	4Q'23	FY'23
Management Fees	\$	2,656,487	\$ 738,156	\$ 748,888	\$ 758,700	\$ 784,581	\$ 3,030,325
Transaction and Monitoring Fees, Net		775,933	142,179	190,228	124,014	264,233	720,654
Fee Related Performance Revenues		90,665	21,741	28,352	20,436	23,898	94,427
Fee Related Compensation		(769,735)	(203,094)	(217,684)	(203,209)	(241,349)	(865,336)
Other Operating Expenses		(585,999)	(150,404)	(147,475)	(142,416)	(155,989)	(596,284)
Fee Related Earnings	\$	2,167,351	\$ 548,578	\$ 602,309	\$ 557,525	\$ 675,374	\$ 2,383,786
Realized Performance Income		2,176,658	175,398	149,334	329,266	411,391	1,065,389
Realized Performance Income Compensation		(1,333,526)	(114,009)	(97,085)	(213,816)	(241,530)	(666,440)
Net Realized Performance Income	\$	843,132	\$ 61,389	\$ 52,249	\$ 115,450	\$ 169,861	\$ 398,949
Realized Investment Income		1,033,186	194,834	118,022	216,727	115,448	645,031
Realized Investment Income Compensation		(159,003)	(29,714)	(17,183)	(34,679)	(22,014)	(103,590)
Net Realized Investment Income	\$	874,183	\$ 165,120	\$ 100,839	\$ 182,048	\$ 93,434	\$ 541,441
Asset Management Segment Earnings	\$	3,884,666	\$ 775,087	\$ 755,397	\$ 855,023	\$ 938,669	\$ 3,324,176
Additional Financial Measures:							
Total Asset Management Segment Revenues	\$	6,732,929	\$ 1,272,308	\$ 1,234,824	\$ 1,449,143	\$ 1,599,551	\$ 5,555,826

Note: Reconciliations of these non-GAAP financial measures to the most directly comparable financial measures calculated and presented in accordance with GAAP are included in the Appendix.

Recast Supplemental Segment and Non-GAAP Information

Principal Activities Business Line (Unaudited)

(Amounts in thousands)

	2022	2023				
	FY'22	1Q'23	2Q'23	3Q'23	4Q'23	FY'23
Net Realized Gains (Losses)	\$ 539,644	\$ 112,042	\$ 15,342	\$ 108,827	\$ 13,979	\$ 250,190
Interest Income and Dividends, Net	493,542	82,792	102,680	107,900	101,469	394,841
Realized Investment Income	\$ 1,033,186	\$ 194,834	\$ 118,022	\$ 216,727	\$ 115,448	\$ 645,031

Strategic Holdings Segment Earnings (Unaudited)

(Amounts in thousands)

	2022	2023				
	FY'22	1Q'23	2Q'23	3Q'23	4Q'23	FY'23
Dividends, Net	\$ 52,863	\$ -	\$ -	\$ -	\$ 14,531	\$ 14,531
Strategic Holdings Operating Earnings	\$ 52,863	\$ -	\$ -	\$ -	\$ 14,531	\$ 14,531
Realized Investment Income, Net	35,332	-	-	-	-	-
Strategic Holdings Segment Earnings	\$ 88,195	\$ -	\$ -	\$ -	\$ 14,531	\$ 14,531

Note: Reconciliations of these non-GAAP financial measures to the most directly comparable financial measures calculated and presented in accordance with GAAP are included in the Appendix.

APPENDIX:
GAAP to Non-GAAP Reconciliations &
Segment & Non-GAAP Definitions

Non-GAAP Reconciliations

Reconciliation of GAAP Measures to Non-GAAP Measures (Unaudited)

(Amounts in thousands)

	2022	2023				
	FY'22	1Q'23	2Q'23	3Q'23	4Q'23	FY'23
Net Income (Loss) - KKR Common Stockholders	\$ (590,664)	\$ 322,744	\$ 844,463	\$ 1,472,878	\$ 1,040,429	\$ 3,680,514
Preferred Stock Dividends	69,000	17,250	17,249	17,248	-	51,747
Net Income (Loss) Attributable to Noncontrolling Interest	104,050	(80,306)	264,346	891,854	548,931	1,624,825
Income Tax Expense (Benefit)	125,393	148,747	324,955	437,210	286,611	1,197,523
Income (Loss) Before Tax (GAAP)	\$ (292,221)	\$ 408,435	\$ 1,451,013	\$ 2,819,190	\$ 1,875,971	\$ 6,554,609
Impact of Consolidation and Other	(394,427)	93,511	(257,366)	(889,615)	(516,121)	(1,569,591)
Equity-based Compensation - KKR Holdings	119,834	-	-	-	-	-
Income Taxes on Adjusted Earnings	(859,964)	(173,057)	(171,542)	(204,640)	(214,143)	(763,382)
<i>Asset Management Adjustments:</i>						
Unrealized (Gains) Losses	2,445,529	119,934	(235,521)	(445,477)	(282,563)	(843,627)
Unrealized Carried Interest	4,231,359	(202,659)	(435,495)	(616,963)	(401,857)	(1,656,974)
Unrealized Carried Interest Compensation (Carry Pool)	(1,753,396)	83,830	195,361	310,917	202,650	792,758
Strategic Corporate Related Charges	94,629	6,807	7,192	8,038	9,768	31,805
Equity-based Compensation	210,756	59,017	45,261	46,782	79,798	230,858
Equity-based Compensation - Performance based	238,929	67,273	63,654	72,821	68,210	271,958
<i>Strategic Holdings Adjustments:</i>						
Unrealized (Gains) Losses	(443,447)	(20,607)	(222,790)	(265,092)	(182,818)	(691,307)
<i>Insurance Adjustments:</i>						
(Gains) Losses from Investments	379,647	131,114	125,483	(33,337)	140,696	363,956
Non-operating Changes in Policy Liabilities and Derivatives	(584,495)	106,491	57,463	(42,364)	107,339	228,929
Strategic Corporate Related Charges	15,215	-	3,199	-	4,148	7,347
Equity-based and Other Compensation	93,508	36,393	23,898	16,678	(5,390)	71,579
Amortization of Acquired Intangibles	10,852	2,794	2,794	2,793	2,794	11,175
Adjusted Net Income	\$ 3,512,308	\$ 719,276	\$ 652,604	\$ 779,731	\$ 888,482	\$ 3,040,093
Interest Expense	302,151	82,240	95,357	74,960	73,362	325,919
Net Income Attributable to Noncontrolling Interests	23,200	5,626	6,118	5,719	8,487	25,950
Income Taxes on Adjusted Earnings	859,964	173,057	171,542	204,640	214,143	763,382
Total Segment Earnings	\$ 4,697,623	\$ 980,199	\$ 925,621	\$ 1,065,050	\$ 1,184,474	\$ 4,155,344
Total Investing Earnings	(1,752,647)	(226,509)	(153,088)	(297,498)	(263,295)	(940,390)
Total Operating Earnings	\$ 2,944,976	\$ 753,690	\$ 772,533	\$ 767,552	\$ 921,179	\$ 3,214,954

Non-GAAP Reconciliations (cont'd)

Reconciliation of GAAP Measures to Non-GAAP Measures (Unaudited)

(Amounts in thousands, except share amounts)

	2022	2023				
	FY'22	1Q'23	2Q'23	3Q'23	4Q'23	FY'23
Total GAAP Revenues	\$ 5,704,180	\$ 3,127,482	\$ 3,626,518	\$ 3,315,481	\$ 4,429,831	\$ 14,499,312
Insurance GAAP Revenues	(5,383,062)	(2,001,448)	(2,175,174)	(1,650,469)	(2,864,915)	(8,692,006)
Impact of Consolidation and Other	772,527	154,848	146,365	176,930	193,143	671,286
Capital Allocation-Based Income (Loss) (GAAP)	2,500,509	(449,018)	(696,897)	(1,009,645)	(687,877)	(2,843,437)
Realized Carried Interest	1,993,860	172,689	146,232	327,195	359,643	1,005,759
Realized Investment Income - Asset Management	1,033,186	194,834	118,022	216,727	115,448	645,031
Strategic Holdings Segment Management Fees	-	-	-	-	-	-
Insurance Segment Management Fees	301,321	108,270	110,638	112,141	114,833	445,882
Capstone Fees	(86,665)	(19,805)	(24,040)	(23,235)	(33,234)	(100,314)
Expense Reimbursements	(102,927)	(15,544)	(16,840)	(15,982)	(27,321)	(75,687)
Total Asset Management Segment Revenues	\$ 6,732,929	\$ 1,272,308	\$ 1,234,824	\$ 1,449,143	\$ 1,599,551	\$ 5,555,826

	2022	2023				
	FY'22	1Q'23	2Q'23	3Q'23	4Q'23	FY'23
Weighted Average GAAP Shares of Common Stock Outstanding - Basic	749,504,970	861,108,510	861,553,274	862,123,088	884,998,900	867,496,813
Adjustments:						
Weighted Average KKR Holdings Units	107,018,025	-	-	-	-	-
Weighted Average Exchangeable Securities and Other	29,072,771	29,517,712	30,764,243	26,430,765	4,208,119	22,671,007
Weighted Average Adjusted Shares	885,595,766	890,626,222	892,317,517	888,553,853	889,207,019	890,167,820

Non-GAAP and Segment Definitions

The key non-GAAP and other operating and performance measures that follow are used by management in making operational and resource deployment decisions as well as assessing the performance of KKR's business. They include certain financial measures that are calculated and presented using methodologies other than in accordance with U.S. generally accepted accounting principles ("GAAP"). These non-GAAP measures, including adjusted net income ("ANI"), total segment earnings, total investing earnings, fee related earnings ("FRE"), strategic holdings operating earnings, total operating earnings ("TOE"), and total asset management segment revenues are presented prior to giving effect to the allocation of income (loss) among KKR & Co. Inc. and holders of certain securities exchangeable into shares of common stock of KKR & Co. Inc. and, as such, represent the entire KKR business in total. In addition, these non-GAAP measures are presented without giving effect to the consolidation of the investment vehicles and collateralized financing entities ("CFEs") that KKR manages.

We believe that providing these non-GAAP measures on a supplemental basis to our GAAP results is helpful to stockholders in assessing the overall performance of KKR's business. These non-GAAP measures should not be considered as a substitute for financial measures calculated in accordance with GAAP. "Non-operating adjustments" as used in these non-GAAP definitions refers to adjustments made which are not adjustments or exclusions of normal, recurring cash operating expenses necessary for business operations. Reconciliations of these non-GAAP measures to the most directly comparable financial measures calculated and presented in accordance with GAAP, where applicable, are included under the "Reconciliation of GAAP to Non-GAAP Measures" section of this Appendix.

We also caution readers that these non-GAAP financial measures may differ from the calculations made by other investment managers, and as a result, may not be directly comparable to similarly titled financial measures presented by other investment managers.

- **Adjusted Net Income** is a performance measure of KKR's earnings, which is derived from KKR's reported segment results. ANI is used to assess the performance of KKR's business operations and measures the earnings potentially available for distribution to its equity holders or reinvestment into its business. ANI is equal to Total Segment Earnings less Interest Expense, Net and Other and Income Taxes on Adjusted Earnings. Interest Expense, Net and Other includes interest expense on debt obligations not attributable to any particular segment net of interest income earned on cash and short term investments. Income Taxes on Adjusted Earnings represents the (i) amount of income taxes that would be paid assuming that all pre-tax Asset Management and Strategic Holdings segment earnings were allocated to KKR & Co. Inc. and taxed at the same effective rate, which assumes that all securities exchangeable into shares of common stock of KKR & Co. Inc. were exchanged and (ii) amount of income taxes on Insurance Operating Earnings. Income taxes on Insurance Operating Earnings represent the total current and deferred tax expense or benefit on income before taxes adjusted to eliminate the impact of the tax expense or benefit associated with the non-operating adjustments. Equity based compensation expense is excluded from ANI, because (i) KKR believes that the cost of equity awards granted to employees does not contribute to the earnings potentially available for distributions to its equity holders or reinvestment into its business and (ii)

excluding this expense makes KKR's reporting metric more comparable to the corresponding metric presented by other publicly traded companies in KKR's industry, which KKR believes enhances an investor's ability to compare KKR's performance to these other companies. Income Taxes on Adjusted Earnings includes the benefit of tax deductions arising from equity-based compensation, which reduces Income Taxes on Adjusted Earnings during the period. If tax deductions from equity-based compensation were to be excluded from Income Taxes on Adjusted Earnings, KKR's ANI would be lower and KKR's effective tax rate would appear to be higher, even though a lower amount of income taxes would have actually been paid or payable during the period. KKR separately discloses the amount of tax deduction from equity-based compensation for the period reported and the effect of its inclusion in ANI for the period. KKR makes these adjustments when calculating ANI in order to more accurately reflect the net realized earnings that are expected to be or become available for distribution to KKR's equity holders or reinvestment into KKR's business. However, ANI does not represent and is not used to calculate actual dividends under KKR's dividend policy, which is a fixed amount per period, and ANI should not be viewed as a measure of KKR's liquidity.

- **Total Segment Earnings** is a performance measure that KKR believes is useful to stockholders as it provides a supplemental measure of our operating performance without taking into account items that KKR does not believe arise from or relate directly to KKR's operations. Total Segment Earnings excludes: (i) equity-based compensation charges, (ii) amortization of acquired intangibles, (iii) strategic corporate related charges, and (iv) non-recurring items, if any. Strategic corporate related charges arise from corporate actions and consist primarily of (i) impairments, (ii) transaction costs from strategic acquisitions, and (iii) depreciation on real estate that KKR owns and occupies. Inter-segment transactions are not eliminated from segment results when management considers those transactions in assessing the results of the respective segments. These transactions include (i) management fees earned by our Asset Management segment as the investment adviser for Global Atlantic insurance companies, (ii) management and performance fees earned by our Asset Management segment from our Strategic Holdings Segment, and (iii) interest income and expense based on lending arrangements where our Asset Management segment borrows from our Insurance segment to finance its operations. All these inter-segment transactions are recorded by each segment based on the applicable governing agreements. Total Segment Earnings represents the total segment earnings of KKR's Asset Management, Insurance and Strategic Holdings segments.

Non-GAAP and Segment Definitions (cont'd)

- **Asset Management Segment Earnings** is the segment profitability measure used to make operating decisions and to assess the performance of the Asset Management segment. This measure is presented before income taxes and is comprised of: (i) Fee Related Earnings, (ii) Realized Performance Income, (iii) Realized Performance Income Compensation, (iv) Realized Investment Income, and (v) Realized Investment Income Compensation. The non-operating adjustments made to derive Asset Management Segment Earnings excludes the impact of: (i) unrealized gains (losses) on investments, (ii) unrealized carried interest, and (iii) related unrealized carried interest compensation. Management fees earned by KKR as the adviser, manager or sponsor for its investment funds, vehicles and accounts, including its Global Atlantic insurance companies and Strategic Holdings segment, are included in Asset Management Segment Earnings. All these inter-segment transactions are recorded by each segment based on the applicable governing agreements.
- **Insurance Operating Earnings** is the segment profitability measure used to make operating decisions and to assess the performance of the Insurance segment. This measure is presented before income taxes and is comprised of: (i) Net Investment Income, (ii) Net Cost of Insurance, and (iii) General, Administrative, and Other Expenses. The non-operating adjustments made to derive Insurance Operating Earnings excludes the impact of: (i) investment gains (losses) which include realized gains (losses) related to asset/liability matching investments strategies and unrealized investment gains (losses) and (ii) non-operating changes in policy liabilities and derivatives which includes (a) changes in the fair value of market risk benefits and other policy liabilities measured at fair value and related benefit payments, (b) fees attributed to guaranteed benefits, (c) derivatives used to manage the risks associated with policy liabilities, and (d) losses at contract issuance on payout annuities. Insurance Operating Earnings includes (i) realized gains and losses not related to asset/liability matching investment strategies and (ii) the investment management costs that are earned by our Asset Management segment as the investment adviser of the Global Atlantic insurance companies.
- **Strategic Holdings Segment Earnings** is the segment profitability measure used to make operating decisions and to assess the performance of the Strategic Holdings segment. This measure is presented before income taxes and is comprised of: Dividends, Net and Realized Investment Income, Net. The non-operating adjustment made to derive Strategic Holdings Segment Earnings excludes the impact of unrealized gains (losses) on investments.
- **Fee Related Earnings** is a performance measure used to assess the Asset Management segment's generation of profits from revenues that are measured and received on a more recurring basis as compared to KKR's other forms of earnings. KKR believes this measure is useful to stockholders as it provides additional insight into the profitability of our fee generating asset management and capital markets businesses and other recurring revenue streams. FRE equals (i) Management Fees, including fees paid by the Insurance and Strategic Holdings segments to the Asset Management segment and fees paid by certain insurance co-investment vehicles, (ii) Transaction and Monitoring Fees, Net and (iii) Fee Related Performance Revenues, less (x) Fee Related Compensation, and (y) Other Operating Expenses.
- Fee Related Performance Revenues refers to the realized portion of performance fees from certain AUM that has an indefinite term and for which there is no immediate requirement to return invested capital to investors upon the realization of investments. Fee related performance revenues consists of performance fees (i) expected to be received from our investment funds, vehicles and accounts on a recurring basis, and (ii) that are not dependent on a realization event involving investments held by the investment fund, vehicle or account.
- Fee Related Compensation refers to the compensation expense, excluding equity-based compensation, paid from (i) Management Fees, (ii) Transaction and Monitoring Fees, Net, and (iii) Fee Related Performance Revenues.
- Other Operating Expenses represents the sum of (i) occupancy and related charges and (ii) other operating expenses.
- **Strategic Holdings Operating Earnings** is a performance measure used to assess the Strategic Holdings segment's generation of profits from dividends earned on businesses in our Core Private Equity strategy. Strategic Holdings Operating Earnings equals dividends less any management fees that are earned by our Asset Management segment. The management fees are based on the applicable governing agreement. This measure is used by management to assess the Strategic Holdings segment's generation of profits from revenues that are measured and received on a more recurring basis and are not dependent on future investment sales.
- **Total Operating Earnings** is a performance measure that represents the sum of (i) FRE, (ii) Insurance Operating Earnings, and (iii) Strategic Holdings Operating Earnings. KKR believes this measure is useful to stockholders as it provides additional insight into the profitability of the most recurring forms of earnings from each of KKR's segments.
- **Total Investing Earnings** is a performance measure that represents the sum of (i) Net Realized Investment Income and (ii) Net Realized Performance Income. KKR believes this measure is useful to stockholders as it provides additional insight into the earnings of KKR's segments from the realization of investments.

Non-GAAP and Segment Definitions (cont'd)

- **Total Asset Management Segment Revenues** is a performance measure that represents the realized revenues of the Asset Management segment (which excludes unrealized carried interest and unrealized net gains (losses) on investments) and is the sum of (i) Management Fees, (ii) Transaction and Monitoring Fees, Net, (iii) Fee Related Performance Revenues, (iv) Realized Performance Income, and (v) Realized Investment Income. Asset Management Segment Revenues excludes Realized Investment Income earned based on the performance of businesses presented in the Strategic Holdings segment. KKR believes that this performance measure is useful to stockholders as it provides additional insight into the realized revenues generated by our Asset Management segment.
- **Adjusted shares** represents shares of common stock of KKR & Co. Inc. outstanding under GAAP adjusted to include certain securities exchangeable into shares of common stock of KKR & Co. Inc. Weighted average adjusted shares is used in the calculation of Adjusted Net Income per Adjusted Share.

Important Information – Other Legal Disclosures

Website

From time to time, KKR may use its website as a channel of distribution of material company information. Financial and other important information regarding KKR is routinely posted and accessible on the Investor Center for KKR & Co. Inc. at <https://ir.kkr.com/>. Financial and other material information regarding Global Atlantic is routinely posted on and accessible at www.globalatlantic.com. Information on these websites are not incorporated by reference herein and are not a part of this presentation. In addition, you may automatically receive email alerts and other information about KKR by enrolling your email address at the “Email Alerts” area of the Investor Center on KKR’s website.

KKR Entities

Any discussion of specific KKR entities other than KKR & Co. Inc. is provided solely to demonstrate such entities’ role within the KKR organization and their contributions to the business, operations and financial results of KKR & Co. Inc. Each KKR entity is responsible for its own financial, contractual and legal obligations.

Nothing in this presentation is intended to constitute, and shall not be construed as constituting, the provision of any tax, accounting, financial, investment, insurance, regulatory, legal or other advice by KKR or its representatives. Without limiting the foregoing, this presentation is not and shall not be construed as an “advertisement” for purposes of the Investment Advisers Act of 1940, as amended, or an offer to purchase or sell, or the solicitation of an offer to purchase or sell, any security, service or product of or by any KKR entity, including but not limited to any investment advice, any investment fund, vehicle or account, any capital markets service, or any insurance product, including but not limited to: accounts sponsored, advised or managed by (or any investment advice from) Kohlberg Kravis Roberts & Co. L.P., KKR Credit Advisors (US) LLC, KKR Registered Advisor LLC, KKR Credit Advisors (Singapore) Pte. Ltd., KKR Credit Advisors (Ireland) Unlimited Company or other subsidiary, (ii) any capital markets services by KKR Capital Markets LLC (“KCM”) or any other KCM affiliate inside or outside of the United States, or (iii) any insurance product offered by, or other insurance-related vehicle sponsored or managed by, Accordia Life and Annuity Company, Commonwealth Annuity and Life Insurance Company, Forethought Life Insurance Company, Global Atlantic Re Limited or any Global Atlantic insurance company.

Past Performance and Investment Returns

Past performance is not a guarantee of future results. Information about any fund or strategy and investments made by such fund or strategy, including past performance of such fund, strategy or investment, is provided solely to illustrate KKR’s investment experience, and processes and strategies used by KKR in the past with respect to such funds or strategies.

The performance information relating to KKR’s historical investments is not intended to be indicative of any fund’s or strategy’s future results or the future results of KKR. Certain funds or strategies are also relatively new and their limited historical results may not be indicative of results they will experience over a longer period of time. There can be no assurance that any KKR entity (including any KKR investment fund, vehicle or account, the KKR balance sheet or Global Atlantic insurance company) will achieve results comparable to any results included in this presentation, or that any investments made by any KKR entity now, in the past or in the future will be profitable, or that KKR entities will find investment opportunities similar to any presented in connection with this presentation. Actual realized value of currently unrealized investments will depend on, among other factors, the value of the investments and market conditions at the time of disposition, related transaction costs, and the timing and manner of sale, all of which may differ from the assumptions and circumstances on which the currently unrealized valuations are based. Accordingly, the actual realized values of unrealized investments may differ materially from the values indicated herein.

Estimates and Assumptions

Target, goal, hypothetical or estimated results, projections and other comparable phrases and concepts are hypothetical in nature and are shown for illustrative, informational purposes only. Except as otherwise specifically stated, this information is not intended to forecast or predict future events, but rather to show the hypothetical estimates calculated using the specific assumptions presented herein. It does not reflect any actual results, which may differ materially. Certain of the information has been made for illustrative purposes and may not materialize. No representation or warranty is made as to the reasonableness of the assumptions made or that all assumptions used in calculating the target, goal, hypothetical or estimated results have been stated or fully considered. Changes in the assumptions may have a material impact on the target, goal, hypothetical or estimated results presented. Target, goal, hypothetical or estimated results or projections may not materialize.

Important Information – Other Legal Disclosures (cont'd)

Forward Looking Statements

This presentation contains certain forward-looking statements pertaining to KKR, including investment funds, vehicles and accounts managed by KKR and the insurance companies managed by Global Atlantic. You can identify these forward-looking statements by the use of words such as “outlook,” “believe,” “think,” “expect,” “potential,” “continue,” “may,” “should,” “seek,” “approximately,” “predict,” “intend,” “will,” “plan,” “estimate,” “anticipate,” “visibility on,” the negative version of these words, other comparable words or other statements that do not relate strictly to historical or factual matters. Forward-looking statements relate to expectations, estimates, beliefs, projections, future plans and strategies, anticipated events or trends and similar expressions concerning matters that are not historical facts, including but not limited to the statements with respect to: the declaration and payment of dividends in future quarters; the timing, manner and volume of repurchase of shares of common stock of KKR & Co. Inc.; the timing, manner and pricing of redemptions of preferred stock; future expectations related to adjusted net income (“ANI”), total segment earnings, total investing earnings, fee related earnings (“FRE”), strategic holdings operating earnings, total operating earnings (“TOE”), and total asset management segment revenues, and other measures and performance metrics; KKR’s ability to grow its AUM, to deploy its capital, to realize currently unrealized investment returns and the time period over which such events may occur; KKR’s ability to manage operations and investments of acquired companies; the effects of any acquisition on KKR’s operating results; expansion and growth opportunities and other synergies resulting from acquisitions, reorganizations or strategic partnerships, including Global Atlantic; the timing and expected impact to our business of any new fund, investment vehicle or product launches; the ability of core private equity investments to generate earnings that compound over a long period of time; the timing and completion of certain transactions contemplated by the Reorganization Agreement entered into on October 8, 2021 by KKR & Co. Inc. pursuant to which the parties agreed to undertake a series of integrated transactions to effect a number of transformative structural and governance changes, some of which were completed on May 31, 2022 (the date on which the merger transactions contemplated by the Reorganization Agreement were completed), and others, which will be completed in the future, the implementation or launch, as applicable, and expansion, growth and other synergies relating to, all strategic initiatives previously announced on November 29, 2023, including relating to KKR’s acquisition of the remaining Global Atlantic minority interests held by third party co-investors and Global Atlantic employees, which closed on January 2, 2024. These forward-looking statements are based on KKR’s (including Global Atlantic’s) beliefs, assumptions and expectations, taking into account all information currently available to it. These beliefs, assumptions and expectations can change as a result of many possible events or factors, not all of which are known to KKR or are within its control. If a change occurs, KKR’s business, financial condition, liquidity and results of operations, including but not limited to dividends, stock repurchases, tax assets, tax liabilities, AUM,

FPAUM, capital invested, uncalled commitments, cash and short-term investments, and the aforementioned performance metrics, debt levels, outstanding shares of common stock of KKR & Co. Inc. and capital structure may vary materially from those expressed in the forward-looking statements.

The following factors, among others, could cause actual results to vary from the forward-looking statements: failure to realize the anticipated benefits within the expected timeframes from acquisitions; unforeseen liabilities or integration and other costs of acquisitions and timing related thereto; changes in the business of our acquisitions; distraction of management or other diversion of resources within KKR caused by acquisitions; retention of key employees from acquisitions; ability to maintain business relationships following the acquisitions; the volatility of the capital markets; failure to realize the benefits of or changes in business strategies including the ability to realize the anticipated synergies from acquisitions, strategic partnerships or other transactions; availability, terms and deployment of capital; availability of qualified personnel and expense of recruiting and retaining such personnel; changes in the asset management or insurance industry, interest rates, credit spreads, currency exchange rates or the general economy; underperformance of our investments and decreased ability to raise funds; compliance with applicable laws; changes to the consolidated subsidiaries of KKR; KKR’s control of acquired companies; changes in Global Atlantic policyholders’ behaviors; any disruption in servicing Global Atlantic’s insurance policies; the use of estimates and risk management in our businesses; the outcome of litigation and regulatory matters, as applicable; the degree and nature of KKR’s competition and changes to accounting standards, such as the recent implementation of the new accounting standard for long-duration contracts such as life insurance and annuities.

These statements are subject to numerous risks, uncertainties and assumptions, including those listed in this Appendix and described under the section entitled “Risk Factors” in KKR & Co. Inc.’s Annual Report on Form 10-K for the year ended December 31, 2023, filed with the SEC on February 29, 2024, as such factors may be updated from time to time in our periodic filings with the SEC, which are accessible on the SEC’s website at www.sec.gov. These factors should not be construed as being exhaustive and should be read in conjunction with the other cautionary statements that are included in this presentation and in KKR’s filings with the SEC.

All forward-looking statements speak only as of the date of this presentation. KKR does not undertake any obligation to update any forward-looking statements to reflect circumstances or events that occur after the date on which such statements were made except as required by law.